

EFFECT OF THE PERFORMANCE APPRAISAL SYSTEM TO PRODUCTIVITY.

A CASE OF KARLO- MUHORONI SUB-COUNTY.

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ABSTRACT

Performance appraisal (PA) and employee production has become a common driving force behind very many organizations which have been successful in their business operations. In Kenya, performance appraisal system (PAS) within the Civil Service was introduced in 2006 and has over the years become a popular staff management system through the popular government performance contracting initiative. The civil service of Muhoroni Sub-County, in Kisumu County has put up much effort to motivate its employees through consistent and regular performance appraisal systems but there still remain many challenges in the implementation of the performance appraisal programmes which has become a persistent problem. This study aims at finding the relationship that exists between performance appraisal system and production at KARLO (KENYA AGRICULTURAL RESEARCH AND LIVESTOCK ORGANIZATION) in Muhoroni Sub-County so as to determine the contribution of performance appraisal towards the production in the servants. The target population was 120 employees who have been placed under Performance Appraisal. These were made up of 3 Top Managers, 18 Research Officers, 6 Technical Officers, 6 Technologists, 14 Administration, 7 Accounts Staff and 3 Supplies, 63 Staff from Secretarial, and Library / IT cadres combined. A sample size of 93 staff was taken. A random sampling technique was applied on the identified strata and data was collected using questionnaires which were administered on the sampled population. The collected data were analyzed by means of descriptive statistics and a five point Likert Scale weighted average. The findings of the study indicated that the Performance Contracting Strategy had a moderate positive effect on the operations of KALRO Muhoroni. The “moderate” effect on the operation of KALRO is quite significant considering the fact that performance contracting has been in place for only ten years since 30th June 2005 when it was first introduced at KALRO. It is also clear from the study that KALRO did not vigorously pursue critical principle of the strategy like training and the implementation procedures especially for middle level management & supervisors.